

We will use American influence and selectively target our resources to address instability in regions vital to U.S. strategic interests. We will press America's national and regional partners to take greater responsibility for directly addressing the underlying causes of violence, extremism, and fragility in their regions. While nations must chart their own paths, the United States will support those that seek to bolster the rights and democratic aspirations of their people and assist them.

— Joint State-USAID Strategic Plan, February 2018

USAID North Macedonia Strategic Framework FY 2018-2020

March 2018

Strategic Framework for USAID Assistance to North Macedonia

March 2018

Executive Summary

USAID North Macedonia's strategic framework is designed to: (a) rationalize and present a comprehensive picture of the mission's evolving portfolio; (b) outline a strategic approach based on a fundamental shift in the operating environment; and (c) establish the parameters for promoting self-reliance and, ultimately, reduced need for U.S. assistance to North Macedonia.

Four complementary and interrelated intermediate results (IRs) contribute to the overarching objective of helping North Macedonia become a *prosperous, self-reliant, and inclusive democratic society*.

- IR 1: Increased Private Sector Growth
- IR 2: Enhanced Participation by Informed Citizens
- IR 3: Strengthened Good Governance
- IR 4: Improved Social Cohesion

Cross-cutting issues include positive youth development, gender, domestic resource mobilization, and local, constituent-led development, all of which promote North Macedonia's self-reliance. These issues will be addressed across all four IRs. Additional near-term objectives include preventing and countering violent extremism and state-sponsored malign influence.

I. Overview

Once the poorest republic of socialist Yugoslavia, North Macedonia has been transitioning to an independent, free market democracy. The country has come far along the path since then, having established the basic institutions and norms of a functioning democratic state and free, regular elections at all levels of government. The most recent contests—for parliament in December 2016 and at the municipal level in October 2017—brought an end to a chapter characterized by government overreach, corruption, and strained relations with the United States. The current juncture presents an important opportunity to consolidate past assistance gains while exploring opportunities to work more closely with the Government of North Macedonia on shared goals, the most important of which from a U.S. foreign policy perspective is renewed progress toward eventual accession to NATO and the European Union.

This document brings all current and planned activities into a new, unified strategic framework for FY 2018-2020 focused on the Development Objective of “North Macedonia as a Prosperous, Self-Reliant, and Inclusive Democratic Society.” This objective feeds directly into the U.S. Mission's Integrated Country Strategy (ICS) goal of “North Macedonia is Fully Integrated into NATO and the European Union” and builds directly on the recently released (February 2018) State-USAID Joint Strategic Plan for FY 2018-2022 highlighting USAID's role as “the world's premier international development agency and a catalytic actor driving

development results, supporting U.S. national security and economic prosperity, demonstrating American generosity, and promoting a path to self-reliance and resilience.” Finally, the revised strategic framework supports the USEUCOM Theater Strategy of supporting the aspirations of the Western Balkan, Caucasus, and Eastern European nations toward closer integration with NATO.

The Road to Self-Reliance

This strategic framework comprises a near-term response to changing socio-political conditions combined with continued support for longer-term programs aimed at facilitating North Macedonia’s full integration into NATO and the EU. To accelerate this process and build self-reliance, USAID will, as its first priority, build capacity and systems for competent, transparent, and participatory governance. Over the longer term, USAID will help North Macedonia find ways to finance its own development by:

I believe the purpose of foreign assistance is to end the need for its existence. Every one of our development programs should look forward to the day when it can end. And every investment we make, every innovation we apply, must move a country closer to that day when it can be truly self-reliant. – USAID Administrator Mark Green

1. Identifying and helping remove structural blockages that currently discourage private companies from investing in bankable projects likely to benefit the economy and workforce;
2. Identifying areas where private domestic companies can improve their bottom line and/or public image by investing resources in worthy social projects;
3. Building the capacity of local CSOs to raise funds from the private sector and government entities for local development activities; and
4. Engaging in policy dialogue and building capacity within the government of North Macedonia to advance key democratic and economic reforms and improve service delivery.

II. Problem Statement

Following a decade of inward-looking nationalism and state capture, citizens discovered evidence of corrupt practices, electoral fraud, and misuse of government resources. These discoveries spawned a period of severe political and social unrest leading to the 2015 Prizno Agreement, a political settlement between North Macedonia’s main political parties brokered with assistance from the EU and the U.S. Government. Since 2017, a new government has begun to reverse the policies of the previous regime by instilling principles of transparency, accountability, and inclusiveness.

The strategic framework outlined in this paper seeks not only to reinforce and build on past achievements but also to support the new government’s reform agenda and capacity to carry it out. Stated another way, the overall problem we seek to address is *how to take advantage of the new operating environment to accelerate and enhance North Macedonia’s readiness to join NATO and*

the EU. The framework divides into four principal objectives of strengthening civil society and independent media, enhancing economic growth, improving public governance, and strengthening social cohesion. The following paragraphs provide a summary rationale for planned USAID interventions in each area.

- Civil Society and Independent Media: With a new government in place, there is an important opening to help nurture a stronger and more productive relationship between civil society and the government. CSOs remain weak institutionally and thus require continued strengthening not only to play this new role but also to guard against potential backsliding by the new government. Similarly, independent media outlets have been freed from direct interference by the government but remain institutionally weak and financially unsustainable.
- Economic Growth: Recent economic reforms have improved the country's standing in global economic rankings but have not yielded significant improvements in terms of growth, jobs, and income, mainly because of frequent and unpredictable changes in legislation coupled with poor consultation processes. Stringent government regulations, unequal treatment of foreign investors and domestic SMEs, underdeveloped financial markets, poor corporate governance, underdeveloped infrastructure, lack of a qualified workforce, and very high brain-drain hinder development and growth of the private sector. The economy is poorly diversified, not very competitive, and predominantly based on low value-added products. Entrepreneurship and workforce skills are not keeping pace with the evolving market, which further inhibits growth. The new government's ambitious economic reform program focuses on economic growth and job creation through increased financial support to companies, improved public private dialogue and more stable business environment. North Macedonia has still not met the Copenhagen Criteria,¹ particularly the economic criteria requiring that each EU candidate country have a functioning market economy and that their producers have the capacity to cope with competitive pressures and market forces within the Union. North Macedonia is also behind in terms of complying with EU energy policies and regulations, rendering it vulnerable to continued Russian influence.
- Public Governance: With support from the international community, an aggressive program of economic, social, and governance reforms is moving forward; however, the national political leadership comprises a relatively young cadre of individuals lacking experience in government decision-making. Moreover, offices and departments were hollowed out by the previous regime, leaving the current government without a basic technocratic core needed to formulate policies and deliver key services. USAID North Macedonia's new strategic approach, therefore, will include provision of targeted capacity building assistance to bolster government's ability to deliver basic services and otherwise fulfill key reform promises. On a parallel track, continued assistance to Parliament and the State Electoral Commission will reduce the propensity for renewed overreach tendencies in the executive branch.

¹ The Copenhagen Criteria are the rules defining whether a country is eligible to join the European Union. They require that a state have the institutions to preserve democratic governance and human rights, a functioning market economy, and willingness to accept the obligations and intent of the EU.

- Social Cohesion: USAID has supported a range of activities to promote social inclusion, inter-ethnic harmony, and civic-mindedness in North Macedonia and will continue doing so in FY 2018-20 consistent with U.S. foreign policy.

III. Objectives

USAID North Macedonia's new strategic framework is designed to rationalize and present a comprehensive picture of the mission's evolving portfolio; to outline a new strategic approach based on a fundamental shift in the operating environment resulting from a change in government; and to establish the parameters for promoting self-reliance and, ultimately, reduced need for U.S. assistance to North Macedonia. Four intermediate results (IRs) contribute to the overarching objective of helping North Macedonia become a *prosperous, self-reliant, and inclusive democratic society*.

IR 1: Increased Private Sector Growth
 IR 2: Enhanced Participation by Informed Citizens
 IR 3: Good Governance Strengthened
 IR 4: Improved Social Cohesion

Cross-cutting issues include positive youth development, domestic resource mobilization, and local, constituent-led development, all of which promote North Macedonia's self-reliance. These issues will be addressed across all four IRs but particularly through the Localworks program. Localworks is a Congressionally mandated program that is independent of regular foreign assistance funding streams and is designed to foster community-level development. Additional near-term objectives include preventing and countering violent extremism and malign Kremlin influence, as discussed further below.

A graphic representation of the results framework is included on the following page. Individual projects are mapped graphically against the IRs in Attachment 1, and a detailed presentation of the portfolio by IR is provided as Attachment 2.

A. Increased Private Sector Growth (IR 1)

USAID will build prosperity by helping to strengthen the competitiveness of North Macedonia's micro, small, and medium sized enterprises (MSME) sector through enhanced support services, improved access to finance, a more streamlined business environment, and greater energy security. Assistance will be delivered through local actors such as chambers of commerce, business support organizations, and local financial institutions and consultants, in the process strengthening their capacity to undertake future development efforts.

The business environment in North Macedonia will be made more responsive to private sector needs by assisting MSMEs with legal compliance issues, working to improve awareness and compliance on legal and financial regulations, helping to improve the skills and capacity of chambers of commerce staff on legal compliance issues, supporting public-private dialogue, strengthening the advocacy and lobbying capacities of chambers of commerce, and

working to improve the effectiveness of inspection bodies and the inspection system through streamlined legislation, capacity building, professional development of inspectors, and implementation of e-governance software solutions (IR 1.1).

Expected Results

- Platform for public private dialogue to engage government on economic policy issues established, with private sector providing constructive feedback to government on key policy issues.
- Government adopts recommendations for policy changes voiced through the chambers of commerce.

Access to finance will be improved by helping to develop new financial products for MSMEs, improving their financial literacy and management, helping them prepare bankable proposals and access appropriate financial resources, improving information flow on different types of financing, helping them to make more use of factoring to increase their effective working capital and improve cash-flow, guaranteeing bank agricultural loan portfolios, upgrading the IT platforms of intermediate financial institutions, improving financial literacy of key actors across the country (IR 1.2).

Expected Results

- Startups, farmers, microenterprises, service companies, and MSMEs able to access alternative sources of finance.
- Private sector investment increased as a result of improved access to finance.
- Financial laws and regulations are favorable to microfinance institutions.

The business ecosystem will be made more supportive of MSME development by helping business support organizations (BSOs) build the capacity to design and implement sustainable MSME services, through grants to BSOs aimed at helping them introduce services to improve the performance of the MSMEs, through inter-BSO networking and partnerships for joint implementation of activities, by raising awareness of lead firms of the benefits of private sector engagement in economic development, and through technical assistance and co-financing for MSME-development, workforce development, and local economic development programs carried out in partnership with lead firms (IR 1.3).

Expected Results

- Business support organizations better able to deliver quality services to MSMEs.
- Youth better equipped with skills and attitudes appropriate to a market-based economy.
- Increased diversity of exports.
- MSMEs more attractive to foreign investors and better integrated into global supply chains.

- MSMEs strengthened with new standards, technologies, and management practices.

Energy security will be improved and dependence on Russian sources reduced by helping the Government of North Macedonia (GONM) align national legislation to EU and Energy Community requirements and comply with the EU Energy Efficiency Directive (EED) to provide an open and effective legal framework and reduce corruption while also working to streamline the investment process for renewables (IR 1.4).²

Expected Results

- North Macedonia in full compliance with EU and Energy Community requirements.
- New Energy Law and relevant secondary legislation ensures open, transparent, and vibrant energy market.
- Energy Efficiency Law and relevant secondary legislation conforms to the EU Energy Efficiency Directive.
- Alternative incentive schemes are in place to increase investment in renewable energy generation.

IR 1 will be pursued principally through the following projects:

- Business Ecosystem Project
- Microfinance Inclusion and Innovation Project
- Factoring Project
- Modernizing the Inspection Authorities
- Partnership for Better Business Regulation
- Development of the Regional Energy Market

B. Enhanced Participation by Informed Citizens (IR 2)

IR 2 will work to enhance popular participation by a combination of activities aimed at strengthening civil society and increasing the professionalism and sustainability of independent media.

Participation of citizens, civil society organizations, and the private sector will be strengthened through grants to local civil society organizations and their networks to raise public awareness and engage government officials in areas of public concern; by recruiting young people ages 18-25 as project “fellows” to design and implement community-level service activities; and by training grantees to help improve their online presence and promote citizen engagement. Civic cluster activities will seek to encourage and empower citizens from across the political divide to participate in activities that produce tangible results in local communities and foster relationships to advance civic advocacy. Through support for direct actions to address community priorities and advocacy initiatives, CSOs and citizens will be motivated to organize, engage, give voice to and achieve their aspirations.

² USAID programs will both complement and facilitate significant infusions of EU funding in the energy sector.

Expected Results

- Strengthened capacity of CSOs.
- Strengthened youth engagement.
- Increased number of joint projects involving both government and civil society.
- Increased citizen participation in public discourse.

Media professionalism and independence will be increased through a combination of programs supporting the production of professional, fact-based, in-depth news reporting, encouraging the use of balanced, entertaining, non-partisan TV content that analyzes and presents diversity Macedonia's main social problems, training journalists, improving media literacy, and working to increase the use of professional editorial and management practices consistent with a balanced, audience-driven media sector independent from political party or government control. Through support that allows media managers to use available research when making decisions about allocation of outlet resources, audiences will have access to higher-quality news, current affairs, and entertainment programming that engages the population on issues central to discussion of the reforms necessary for integration into the European Union.

Expected Results

- Increased media professionalism.
- Increased public demand for objective reporting.
- Increased public media literacy, including awareness of misinformation and disinformation.

IR 2 will be pursued primarily through the following projects:

- Civic Engagement Project
- North Macedonia Support Initiative (NMSI)
- North Macedonia Media Program

C. Good Governance Strengthened (IR 3)

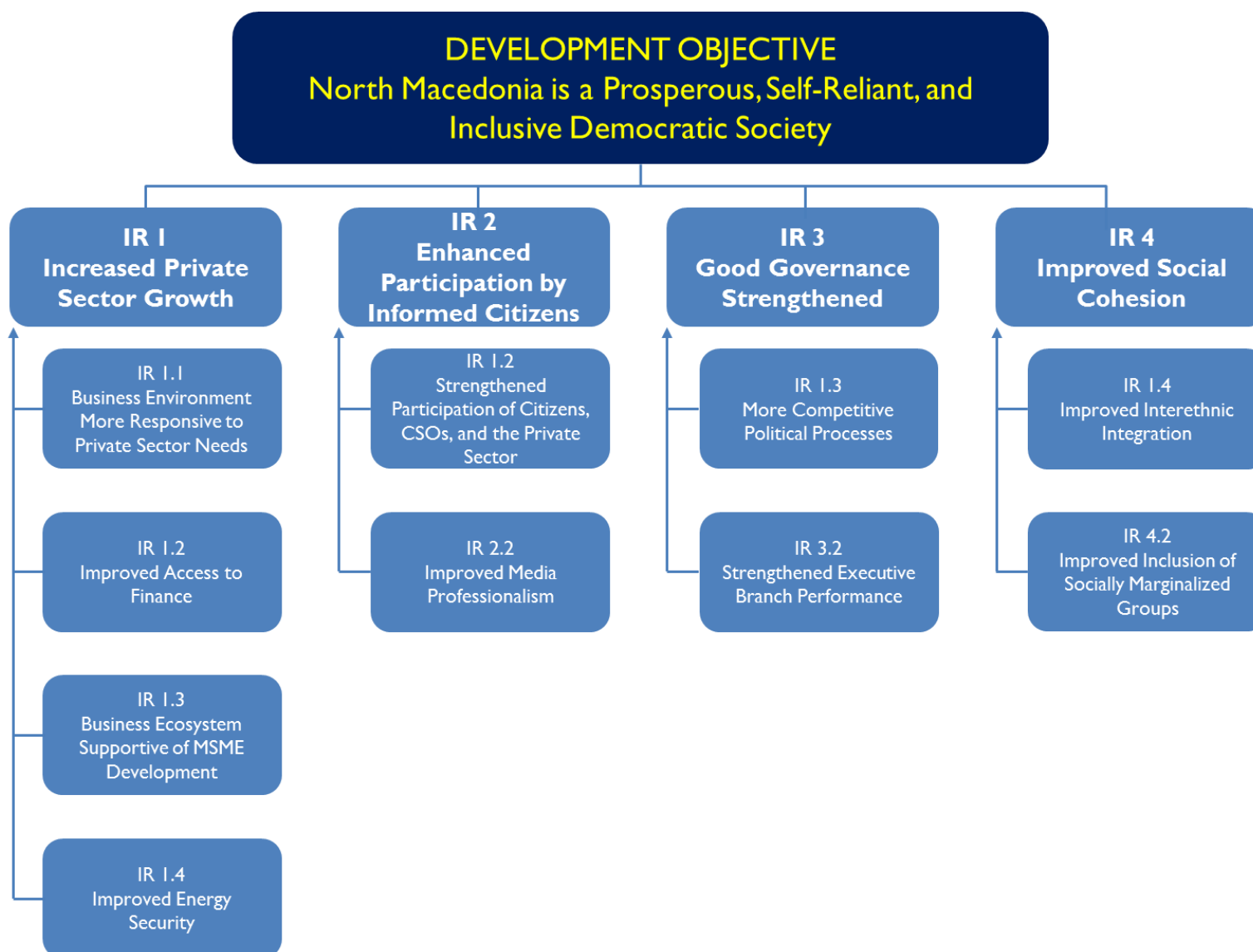
Improving the quality of public governance is critical to North Macedonia's overall progress toward EU accession and will be addressed by providing direct capacity building assistance to public entities, in part to help the government make tangible progress implementing its "3-6-9" program of urgent reforms. Both bilaterally and through NMSI, assistance will aim to build capacity in the executive branch, legislature, and national elections machinery; facilitate direct dialogue between government and civil society and private sector representatives in the identification and implementation of needed reforms; and continue to support and strengthen the watchdog role of civil society to help prevent government backsliding on democratic processes and principles. By helping government and public institutions effectively plan and communicate reform activities, the partnership between government and constituent groups

will facilitate implementation of reforms that embody transparency, efficiency, and citizen confidence.

Political processes will be made more competitive by strengthening the capacity of parliament to draft legislation, perform oversight and representative functions, and engage with the executive branch, civil society organizations, and constituencies; helping the State Election Commission (SEC) improve electoral processes, develop as an organization, install information technology and develop a legal department, establish a system for addressing legal complains and disputes, improve voter lists, and conduct education and outreach;³ and helping government develop and implement good governance practices while working on consensus, cooperation, and coordination on urgent priority issues within and between key ministries, and between the legislative and executive branches (IR 3.1).

³ Assumes additional performance funds or allocations from Elections and Political Processes (EPP) activity.

Results Framework



Expected Results

- Demonstrable improvements in Parliament's ability to function and to oversee the executive branch.
- Demonstrable improvements in capacity for free and fair elections.
- Improved capacity to engage civil society in discussion of policy and key legislation.

Executive branch capacity to operate, coordinate internally, and deliver services will be improved by selectively improving capacity within the executive branch of the GONM to implement priority reforms, engage with citizens, coordinate across ministries and with the international donor community, communicate achievements, and deliver basic services (IR 3.2).⁴ During FY 2019 USAID will design an additional activity to help the Government of North Macedonia improve its delivery of basic services and fulfill principal reform commitments. The Strengthening Resource Mobilization Activity (SRMA) will help government institutions improve their performance in coordinating amongst themselves, managing administration, and delivering public services

Expected Results

- Executive branch able to develop and implement consensus building and reform oriented government agenda.
- Improved government capacity for internal coordination and service delivery.
- Relevant legislation adopted in target areas (e.g., internships, energy, public procurement, inspections, and payment systems)

IR 3 will be pursued principally through the following projects:

- Increased Political Competition and Accountability⁵
- North Macedonia Support Initiative
- Strengthening Resource Mobilization Activity (SRMA)

D. Improved Social Cohesion (IR 4)

USAID North Macedonia will strengthen social cohesion through activities aimed at improving inter-ethnic integration and increasing the inclusion of socially marginalized groups.

Inter-ethnic integration will be increased by working with central and local governments, all primary and secondary schools, students, teachers, parents and leaders to create opportunities for school communities to interact and foster better inter-ethnic cohesion among

⁴ Examples of ongoing activities providing direct support to the GONM can be found in Attachment 3.

⁵ Implemented jointly by the International Republican Institute (IRI), the National Democratic Institute (NDI), and the International Federation of Electoral Systems (IFES) under a cooperative agreement with the Consortium for Elections and Political Process Strengthening (CEPPS).

youth; building the capacity of preschool and school teachers, inspectors from the State Educational Inspectorate, Bureau for Development of Education counselors, and pedagogical students on multicultural integrated education; organizing outreach and sport activities for students, parents and community members in ethnically mixed municipalities; using media to demonstrate the positive role that youth of different backgrounds can play working together to tackle challenges in their communities; helping the Ministry of Education and Science revise the civic education curriculum and engage students in school and community life, promoting student involvement in decision-making processes in their schools and municipalities; and renovate schools based on need and accomplishments in the area of ethnic integration and demonstrated civic skills and behaviors of students at school and community level (IR 4.1)

Expected Results

- Inter-ethnic activities undertaken collaboratively across school communities.
- Civic education curriculum revised and implemented.
- Inter-ethnic interaction among children increased and intercultural education advanced in public preschool kindergartens and primary schools
- Public awareness increased on the benefits of improved inter-ethnic relations.
- Schools renovated based on performance in improving inter-ethnic collaboration.

Inclusion of socially marginalized groups will be enhanced by developing educational materials for people with visual impairment and conducting diagnostic eye-screening of early-grade students; providing individualized support to the visually impaired and strengthening life skills of the blind, including mobility and work readiness skills; and building the capacity of frontline workers from government institutions and CSOs to protect the human rights of migrants and refugees and facilitating their access to legal assistance, counseling, and asylum (IR 4.2).

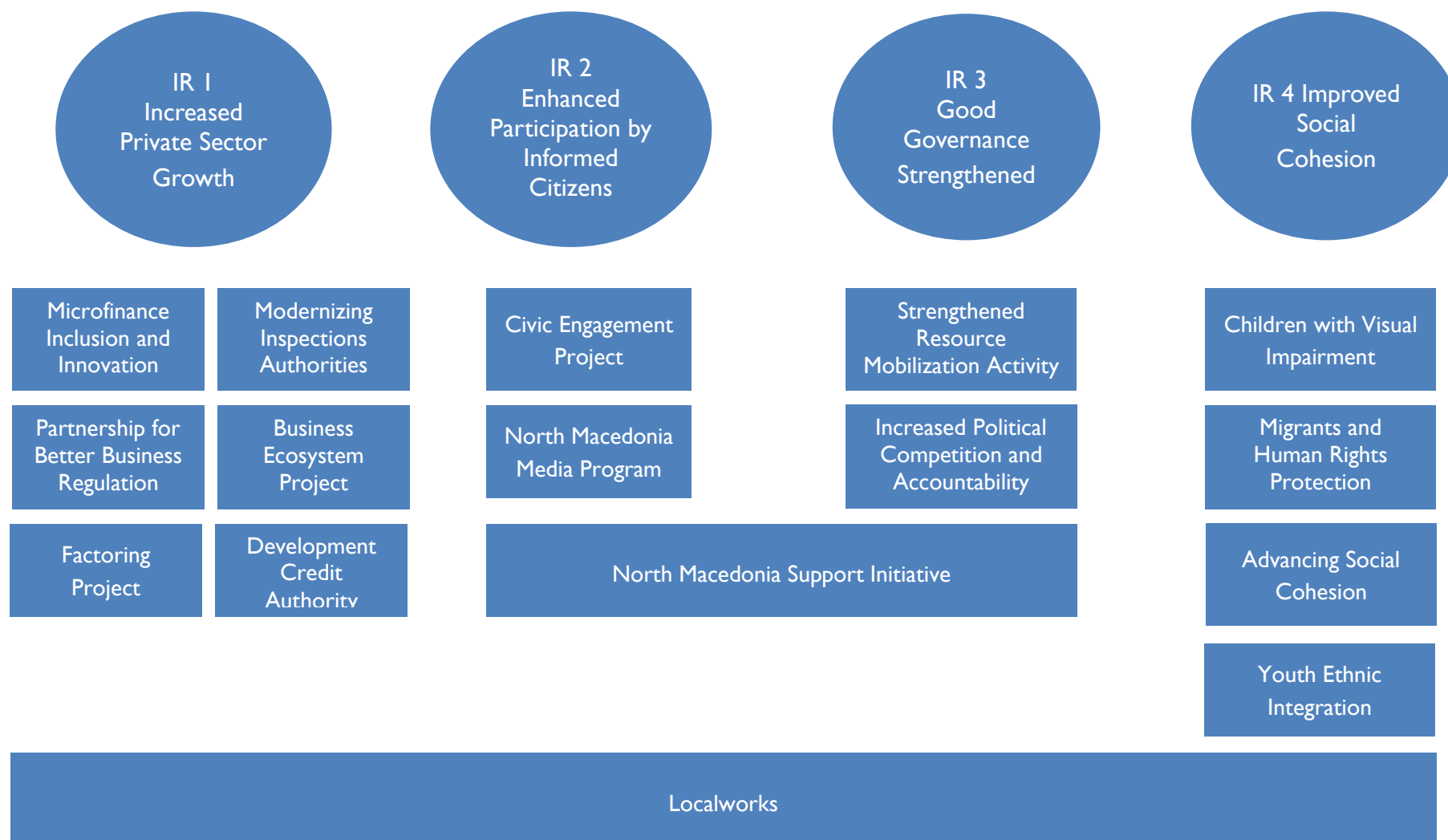
Expected Results

- Increased number of visually impaired children served.
- Increased knowledge and capacities of government institutions and CSOs for protecting the rights of migrants and refugees in line with the international standards.
- Improved public awareness about migrant and refugee issues.

IR 4 will be pursued principally through the following projects:

- Youth Ethnic Integration
- Advancing Social Cohesion
- Children with Visual Impairments
- Migrant and Refugee Human Rights Protection

Activity Map by Intermediate Result



Attachment 2

USAID North Macedonia Principal Activities by Objective				
Activity Title	Life of Project and Budget	Objective	Implementing Partner	Main Activities
IR 1: Increased Private Sector Growth⁶				
Business Ecosystem Project	October 2017 to September 2021 \$ 6.3 million	Increase Micro- Small-and-Medium-Sized Enterprises (MSME) productivity, revenues and jobs	Palladium	<ul style="list-style-type: none"> Improving services to MSMEs. Increasing access to finance. Increasing private sector engagement in development projects.
Factoring Project	October 2017 to September 2020 \$700,000	Accelerate MSME growth by increasing their use of factoring	Factor Trust	<ul style="list-style-type: none"> Increasing MSME demand for use of factoring. Improving the regulatory environment for implementation of factoring. Strengthening MSME financial management knowledge.
Microfinance Inclusion and Innovation Project	September 2015 to September 2019 \$1.4 million	Improve access to finance tailored to the needs of low income households, entrepreneurs and MMSEs, thereby helping to create new jobs, spur economic growth, and reduce poverty.	Macedonia Microfinance Alliance	<ul style="list-style-type: none"> Improving the competitiveness of microfinance organizations with new IT-platforms, and new M-banking and E-banking services. Raising public awareness of innovative microfinance services, products and solutions. Helping the National Bank and Ministry of Finance develop new legislation on payment services and related laws. Providing financial literacy training for entrepreneurs, students, women, farmers, and other stakeholder communities.
Modernizing the Inspection Authorities	September 2016 to September 2020 \$1.7 million	Introduce a modern and business-friendly inspection system to achieve voluntary compliance by incorporating risk management principles into inspection processes.	IDEAS Development Policies	<ul style="list-style-type: none"> Helping the Ministry of Information Society and Administration (MISA) streamline the legal framework of the inspection system. Improving the knowledge and skills of inspectors in specific areas for increased effectiveness in supervising inspections. Helping MISA design and implement a functional electronic system that offers better

⁶ Does not include Development Credit Authority (DCA) loan guarantee programs.

USAID North Macedonia Principal Activities by Objective				
Activity Title	Life of Project and Budget	Objective	Implementing Partner	Main Activities
				planning and risk management of the inspections.
Partnership for Better Business Regulation	October 2016 to September 2020 \$1.9 million	Improve the capacity of Macedonian MSMEs to comply with regulations and provide input to the policy making process.	EPI Center and Economic Chamber, MASIT (ICT Chamber), Chamber of Northwest Macedonia and the Macedonian Chamber of Commerce	<ul style="list-style-type: none"> Working through three chambers of commerce to provide direct support to MSMEs to increase compliance with regulations and improving legal and financial services for MSMEs. Helping the chambers to increase internal capacities related to assisting MSMEs for better compliance with the legal requirements and enabling stronger public private dialogue.
Development of the Regional Energy Market	FY 2017-2020 \$1.2 million	Enhance the enabling environment for the energy sector and establish the legal framework for an open, transparent and vibrant energy market while improving the energy services to households and industry.	ACT! (under sub-contract with TetraTech)	<ul style="list-style-type: none"> Helping government comply with and align national legislation to EU and Energy Community requirements. Helping to establish the legal framework for an open, transparent, and vibrant energy market while improving the energy services to households and industry.
IR 2: Enhanced Participation by Informed Citizens				
Civic Engagement Project	August 2016 to August 2021 \$9.5 million	Strengthen the constructive engagement by civil society organizations (CSOs) on policies and issues of public concern, and increase and sustain youth involvement in public life in North Macedonia.	East-West Management Institute	<ul style="list-style-type: none"> Building technical capacity and providing financial support to CSOs, alliances, and youth. Enhancing civil society's engagement with government and policy development. Supporting civic activism at the local and national level. Promoting CSO oversight of government performance.
North Macedonia Media Program	September 2016 to September 2019 \$2.7 million	Increase pluralism and transparency in the media environment.	360 Degrees ⁷ Telma TV Art Project	<ul style="list-style-type: none"> Supporting the production of professional, fact-based, in-depth news reporting; and Encouraging the use of balanced, entertaining, non-partisan TV content that analyzes and presents North Macedonia's main social

⁷ Co-financed by the Dutch and the British Governments

USAID North Macedonia Principal Activities by Objective				
Activity Title	Life of Project and Budget	Objective	Implementing Partner	Main Activities
Migrant and Refugee Human Rights Protection	October 2014 to December 2019 \$823,000	Protect human rights of migrants and refugees and meet the needs of the most vulnerable groups among them.	Macedonian Young Lawyers Association	<p>problems.</p> <ul style="list-style-type: none"> Building the capacity of frontline workers from government institutions and CSOs to protect the human rights of migrants and refugees. Educating migrants and refugees about their rights and raising public awareness about migrant and refugee issues. Facilitating access to legal assistance, counseling and asylum procedures to refugees in need of international protection.
National Convention on European Union in Macedonia	September 2017 to September 2019 \$111,000	Accelerate North Macedonia's readiness to join the EU.	Research Center of the Slovak Foreign Policy Association	<ul style="list-style-type: none"> Bring subject matter experts from government institutions, NGOs, various interest groups, regional authorities, business, and academia from North Macedonia, Slovakia, and other EU member countries into working groups to help shape national policies in four selected areas to advance compliance with EU accession standards.
Children with Visual Impairments	October 2014 to September 2019 \$577,000	Increase the quality and accessibility of education services for children with visual impairments in five major regional centers in North Macedonia, with a particular focus on early eye-screenings, support visually impaired students' literacy, math, and social inclusion.	South Eastern European University	<ul style="list-style-type: none"> Developing educational materials for people with visual impairment. Conducting diagnostic eye-screening of early-grade students. Providing individual support to children beneficiaries of the five Resource Centers for visually impaired. Strengthening life skills of the blind, including mobility and work readiness skills.
IR 3: Good Governance Strengthened				
Increased Political Competition and Accountability	April 2012 to September 2020 \$9.7 million	Increase political competition, strengthen electoral processes, and build greater accountability and transparency into the political system and government decision-making	CEPPS (NDI, IFES, and IRI)	<ul style="list-style-type: none"> Providing technical assistance to the state elections commissions (SECs) Supporting closer working relationship between CSOs and Parliament. Promoting women's participation in politics (in parliament, political parties and local

USAID North Macedonia Principal Activities by Objective				
Activity Title	Life of Project and Budget	Objective	Implementing Partner	Main Activities
		through greater public participation in and oversight of the political process.		governments). <ul style="list-style-type: none"> • Providing technical assistance to enhance performance of key government ministries.
Strengthening Resource Mobilization Activity (Planned)	FY 2019-2021 Funding to be determined	Help government institutions improve their performance in coordinating amongst themselves, managing administration, and delivering public services.	TBD	<ul style="list-style-type: none"> • Provide capacity building and strategic planning assistance to improve specific functions of individual ministries and offices.
IR 4: Improved Social Cohesion				
Advancing Social Cohesion	June 2017- June 2021 \$1.3 million	Improve the relationships among children and youth across ethnic, religious and social divisions, so the country can better withstand ethnic, social and economic shocks in future.	Search for Common Ground	<ul style="list-style-type: none"> • Building the capacity of preschool and primary school teachers, inspectors from the State Educational Inspectorate, Bureau for Development of Education counselors, and pedagogical students on multicultural integrated education. • Organizing outreach and sport activities for students, parents and community members in ethnically mixed municipalities. • Increasing public awareness through a reality TV show demonstrating the positive role that youth of different backgrounds can play when working together in tackling challenges in their communities.
Youth Ethnic Integration (YEI)	April 2017 to April 2022 \$5.8 million ⁸	Strengthen ethnic cohesion and civic culture, skills and behaviors among youth in the education system	Macedonian Civic Education Center	<ul style="list-style-type: none"> • Strengthening collaboration with the Ministry of Education (MOE) and its agencies to institutionalize ethnic integration activities. • Helping MOE revise outdated civic education curriculum. • Supporting school- and community-based activities that promote positive interactions

⁸ Includes \$1.5 million in USEUCOM funding for school renovations.

USAID North Macedonia Principal Activities by Objective				
Activity Title	Life of Project and Budget	Objective	Implementing Partner	Main Activities
				among students and teachers of different ethnic origin. <ul style="list-style-type: none"> • Providing incentives in the form of renovations to deserving schools. • Promoting service-learning activities at the community level.
Cross-Cutting Programs				
North Macedonia Support Initiative	FY 2016 to 2021 \$26.8 million	Professionalize the Macedonian media environment, promote citizen participation in public discourse, and support democratic reforms in accordance with EU standards.	Current: Chemonics	<ul style="list-style-type: none"> • Targeted technical assistance in areas deemed to be strategically important to U.S. foreign policy • Small, short-term grants to support non-traditional partners.
Localworks	FY 2017 to 2021 \$11 million	Enhance the capacity of communities to drive their own development through self-selected programs and activities.	TBD	<ul style="list-style-type: none"> • Capacity building assistance for local resource and service organizations. • Co-funding for community-level improvements.